

ER -

9/22

You have  
already lagged in the  
15 Aug MFR re Human  
Resource & Comp Proposal.  
However, [redacted] put a  
red line on orig letter  
and I retyped (see att.)  
\* I have also att. (2)  
more MFRs to pkg. [redacted]

STAT

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ER -

Cy added to

Human Resource  
Pkg sent to  
DDCI earlier  
this A.M. - all  
will go back to  
DDA

[redacted]  
(EXDIR)

STAT

DDA SUBJECT FILE COPY

## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM: William F. Donnelly Deputy Director for Administration		EXTENSION	NO. DDA 87-2602X/2
			DATE 23 September 1987
TO: (Officer designation, room number, and building)	DATE	OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
	RECEIVED      FORWARDED		
1. Executive Registry	(SEEN) 23 SEPT 87	JP LS	<p>Bob - We are accustomed to thinking of ourselves as at the cutting edge of innovation on personnel matters. The HPSCI clearly believes we are <u>beyond</u> the cutting edge. This memo is worth glancing at to get a sense that in reality we are <del>only a part of</del> only at the front of a larger pack!</p>
2.			
3. Executive Director	23 SEP 1987	JP	
4.			
5. Deputy Director of Central Intelligence		24 Sept J	
6.			
7.			
8.			
9. ADDA	28 SEP 1987	JA	
10.			
11. DDA	01 OCT 1987	JA	
12.			
13.			
14. D/OP	30		
15.			

Bob:

We are accustomed to thinking of ourselves as at the cutting edge of innovation on personnel matters. The HPSCI clearly believes we are beyond the cutting edge. This memo is worth glancing at to get a sense that in reality we are only at the front of a larger pack!

JT

## ADMINISTRATIVE - INTERNAL USE OJNLY

## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Training Support to the Modified GS Personnel Management System

DDA/REG  
LOGGED

FROM:

Director of Training and Education  
1026 Chamber of Commerce

EXTENSION

NO.

OTE 87-1044

DATE

20 November 1987

STAT

STAT

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. ADDA  
7D18 HQS

DEC 1987

H

2. PDA

01 DEC 1987

H

3. EXA

02 DEC 1987

CB

4. DDA/Registry

5.

6.

7.

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9.

10.

11.

12.

13.

14.

15.

DD/A REGISTRY

FILE: 30-4-1

20 NOV 1987  
OTE 87-1044

MEMORANDUM FOR: Director of Personnel

FROM:

Director of Training &amp; Education

STAT

SUBJECT: Training Support to the Modified GS  
Personnel Management System

1. Working with representatives of the Human Resource Modernization and Compensation Task Force and Agency occupational panels to determine the career development and training needs of various Agency occupations has been an enriching experience for the Office of Training and Education (OTE) and we have already responded to many of the needs identified by these panels. These initiatives are listed in Attachment A. In addition, OTE is prepared to provide near term support to the new system in the following ways:

A. Members of the Information Systems Training Division (ISTD) will participate as needed as part of teams briefing & demonstrating the resource allocation model at implementation, and later when segments on human resource planning are incorporated in OTE management courses, ISTD technical experts will be available to assist in helping students use the model.

B. OTE course designers will assist OP, as requested, in the development of briefing materials & job aids about the new system.

C. OTE management trainers will be available to provide OP with leads on qualified organization development (OD) specialists (OTE or contractors) whose services might be a useful adjunct to office briefing teams on the new system.

D. As requested, OTE will arrange for trainers to lecture to office conferences on managing change.

E. OTE can devote an issue of the Managing in CIA Newsletter and the SIS Newsletter to discussion of the modified GS system. Future articles on related topics can be put into subsequent issues.

F. Managing in CIA and Leading People in CIA -- CIA's basic courses for new first-line supervisors -- will be modified to deal with issues raised by the modified GS system.

G. The Executive Seminar (for new SIS officers) already includes a lecture/discussion on the Agency's plans for a new personnel management and compensation system and this will continue, updating the talk to keep current with progress on implementing the new system. The Executive Seminar also includes an evening dialogue with managers on human resource planning, especially as it relates to Agency recruitment efforts.

SUBJECT: Training Support to the Modified  
GS Personnel Management System

H. A segment on how the Agency manages its personnel, already part of the Career Trainee Development Course and the Introduction to CIA course, will be expanded to include a description of what human resource planning is and how the Agency does it under the modified GS system. Existing introductory discussion of human resource planning in the Agency will be updated and expanded in the Agency Orientation and Office Procedures Course for new clerical employees.

I. Instruction for DI personnel on the substance and significance of changes in the compensation and career development systems will be assimilated into five existing courses conducted by the Analysis Training Branch: the four-week Analysis Training Course and New Analyst Course -- for new DI analysts; the three-day Supervision of Analysis Seminar -- for new DI branch chiefs; and the six-day Introduction to Intelligence Assistance Course and Experienced Intelligence Assistants Course -- for both new and experienced intelligence assistants.

J. The self study center at Headquarters and the one currently being planned for Stafford Building will be stocked with appropriate programs on human resource development and planning.

2. Over the longer term, OTE will continue to review the relevance of our training to the needs of the Agency through continuing contact with the Agency Training Steering Committee, the occupational panels, and members of topic-related task forces.

3. As we look to the 1990's, we see an increase in the need for global training via satellite, computer and video technologies, and we will continue to investigate ways of adapting these technologies to meet the training needs of Agency employees.

4. Separately, I have submitted to the Chairman of the Human Resource Modernization and Compensation Task Force a plan for informing employees about the new modified GS system.

STAT

Attachment

cc: ✓DDA  
Chairman, HRM&CTF

## ADMINISTRATIVE INTERNAL USE ONLY

### Attachment A

#### OTE Initiatives in Response to Occupational Panels Formed by Human Resource Management & Compensation Task Force (HRMCTF)

The HRMCTF effort as worked by the various occupation panels identified a number of training needs for OTE to consider. The panels highlighted two gaps in our overall curriculum: a) interpersonal skills training for non-managers and non-secretaries; b) portable, self-study packages.

In terms of providing interpersonal skills training, a person has been established in OTE as the focal point; 35 hours of self-study material has been identified; and, classroom courses are being developed.

With respect to self-study packages, OTE is working with components housed in [ ] to establish a Learning Center there that specializes in management, secretarial, computer, and HRD training. In a similar manner, OTE is working with NPIC and the components in the new Headquarters building to identify specific self-study requirements that could best be accomplished through a Learning Center.

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In addition, specific courses identified by the occupational panels are now in the process of being included in the curriculum.

For example, for DO (Category B) officers, Process Communications Workshop has been field tested. For DI analysts, two courses will be field tested this winter: How to Review a Paper and Working the System.

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